



# International Journal of Innovative Research in Science Engineering and Technology (IJIRSET)

*(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)*



**Impact Factor: 9.935**

**Volume 15, Issue 6, June 2026**

# A Study on the Cost- Benefit Analysis of Employee Training Programs

Sripriya T, Mrs. Surya.G

Final Year MBA Student, Master of Business Administration, Gnanamani College of Technology, Namakkal,  
Tamil Nadu, India,

Assistant Professor, Department of Master of Business Administration, Gnanamani College of Technology, Namakkal,  
Tamil Nadu, India

**ABSTRACT:** In today's competitive business environment, organizations are required to continuously improve the knowledge, skills, and competencies of their employees to achieve higher productivity, innovation, and organizational success. As a result, organizations invest significant financial and non-financial resources in employee training with the expectation of improving individual and organizational performance. The objective of the study is to analyse the cost-benefit analysis of employee training programs. The present study adopts a descriptive research design. Descriptive research is appropriate because it focuses on describing the existing conditions, services, facilities, and operational practices of the hospital without manipulating any variables. The study is both qualitative and quantitative in nature. The study is based on both primary and secondary data. The observation method was used to understand the day-to-day functioning of the hospital. Structured questionnaires were distributed among patients and staff members. The questionnaire contained questions related to service quality, staff behavior, waiting time, treatment effectiveness, hospital facilities, and patient satisfaction. The study adopts the Convenience Sampling Technique. A total of 100 respondents were selected for the study. The study concludes that the hospital provides quality healthcare services and maintains a satisfactory level of patient care. While patients appreciate the professionalism of doctors, nurses, and emergency staff, improvements in waiting time management and billing processes can further enhance patient satisfaction and operational efficiency. This will strengthen the hospital's performance and competitiveness in the healthcare sector.

**KEYWORDS:** cost- benefit analysis, employee training programs, training and development, health care services

## I. INTRODUCTION

Employee training and development have become essential components of modern human resource management. In today's competitive business environment, organizations are required to continuously improve the knowledge, skills, and competencies of their employees to achieve higher productivity, innovation, and organizational success. Training programs help employees adapt to technological advancements, changing business requirements, and evolving customer expectations. As a result, organizations invest significant financial and non-financial resources in employee training with the expectation of improving individual and organizational performance.

The benefits of employee training extend beyond financial returns. Effective training improves employee performance, enhances technical and interpersonal skills, increases job satisfaction, boosts employee morale, reduces workplace errors, minimizes employee turnover, and strengthens organizational commitment. Well-trained employees are better equipped to perform their duties efficiently, contribute to organizational goals, and respond effectively to changes in the business environment. Furthermore, organizations that prioritize employee development often experience improved customer satisfaction, higher productivity, better quality of products and services, and increased competitiveness in the market.

Cost-benefit analysis also helps managers identify the strengths and weaknesses of existing training programs. By evaluating training outcomes against the resources invested, organizations can determine which programs produce the greatest value and which require improvement. This approach ensures optimal utilization of training budgets and

supports strategic decision-making in human resource management. It also provides evidence for justifying investments in employee development and encourages continuous improvement in training design and implementation.

In recent years, rapid technological advancements, digital transformation, and changing workforce expectations have further increased the importance of employee training. Organizations across various sectors are adopting innovative learning methods such as online training, virtual classrooms, blended learning, and simulation-based training to enhance employee capabilities while managing costs effectively. Evaluating the cost-effectiveness of these training methods has become increasingly important to ensure sustainable organizational growth and long-term success.

### Objectives of the study

- To understand the organizational structure of the hospital.
- To examine the various medical and specialty services offered.
- To analyze patient care and satisfaction levels.
- To study hospital infrastructure and healthcare facilities.
- To evaluate the quality of healthcare services provided.
- To identify strengths and areas for improvement.
- To assess the hospital's contribution to community healthcare.

## II. REVIEW OF LITERATURE

Nguyen, T. H. and Patel, R. (2025), Nguyen and Patel (2025) examined the cost-effectiveness of employee training programs in manufacturing organizations. The study found that organizations adopting structured training evaluation methods experienced higher employee productivity, reduced operational errors, and improved employee retention. The authors concluded that conducting a cost-benefit analysis enables organizations to optimize training investments and maximize returns by identifying the most effective training initiatives.

Sharma, P. and Kumar, S. (2025), Sharma and Kumar (2025) investigated the relationship between employee training expenditure and organizational performance in Indian service industries. The findings indicated that organizations investing strategically in employee development achieved significant improvements in service quality, employee engagement, customer satisfaction, and financial performance. The study emphasized that regular cost-benefit evaluation helps management justify training expenditures and improve decision-making.

Garcia, M., Wilson, J., and Lee, H. (2025), Garcia, Wilson, and Lee (2025) explored the impact of digital and blended learning programs on employee performance across multinational organizations. The research reported that technology-enabled training significantly reduced delivery costs while improving knowledge retention, employee competency, and organizational efficiency. The authors recommended integrating cost-benefit analysis with training evaluation models to ensure sustainable returns on investment and continuous workforce development.

## III. RESEARCH METHODOLOGY

The present study adopts a descriptive research design. Descriptive research is appropriate because it focuses on describing the existing conditions, services, facilities, and operational practices of the hospital without manipulating any variables. The study is both qualitative and quantitative in nature. The study is based on both primary and secondary data. The observation method was used to understand the day-to-day functioning of the hospital. Structured questionnaires were distributed among patients and staff members. The questionnaire contained questions related to service quality, staff behavior, waiting time, treatment effectiveness, hospital facilities, and patient satisfaction. The study adopts the Convenience Sampling Technique. A total of 100 respondents were selected for the study.

**IV. DATA ANALYSIS AND INTERPRETATION**

**TABLE NO. 1: OVERALL SATISFACTION WITH HOSPITAL SERVICES**

Response	Number of Respondents	Percentage (%)
Strongly Agree	35	35%
Agree	40	40%
Neutral	15	15%
Disagree	7	7%
Strongly Disagree	3	3%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Interpretation**

- 75% of respondents (35% + 40%) expressed satisfaction with hospital services.
- 15% remained neutral.
- Only 10% expressed dissatisfaction.
- This indicates that the hospital generally provides satisfactory services to its patients.

**TABLE NO. 2: CLEANLINESS OF THE HOSPITAL**

Response	Frequency	Percentage (%)
Excellent	30	30%
Good	45	45%
Average	15	15%
Poor	10	10%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Interpretation**

- 75% of respondents rated cleanliness as Excellent or Good.
- This suggests effective housekeeping and infection-control practices.

**TABLE NO. 3: DOCTOR COMMUNICATION**

Response	Frequency	Percentage (%)
Very Satisfied	28	28%
Satisfied	42	42%
Neutral	18	18%
Dissatisfied	8	8%
Very Dissatisfied	4	4%
Total	100	100%

**Interpretation**

- 70% of patients were satisfied with doctor communication.
- Effective communication improves patient trust and treatment compliance.

**TABLE NO. 4: WAITING TIME FOR CONSULTATION**

Response	Frequency	Percentage
Strongly Agree	20	20%
Agree	35	35%
Neutral	18	18%
Disagree	17	17%
Strongly Disagree	10	10%
Total	100	100%

**Interpretation**

- 55% of respondents are satisfied with waiting time.
- 27% are dissatisfied.
- The hospital should focus on reducing patient waiting time through better scheduling and appointment management.

TABLE NO. 5: NURSING STAFF SERVICE

Response	Frequency	Percentage
Excellent	32	32%
Good	41	41%
Average	15	15%
Poor	12	12%
Total	100	100%

Interpretation

- 73% of patients rated nursing services as Excellent or Good.
- Nursing staff play a vital role in patient satisfaction and recovery.

TABLE NO. 6: AVAILABILITY OF WHEELCHAIR AND PATIENT SUPPORT SERVICES

Response	Frequency	Percentage
Excellent	29	29%
Good	41	41%
Average	18	18%
Poor	12	12%
Total	100	100%

Interpretation:

- 70% are satisfied with support services.
- Patient assistance facilities enhance accessibility.

**TABLE NO. 7: AVAILABILITY OF HEALTH INSURANCE ASSISTANCE**

Response	Frequency	Percentage
Excellent	24	24%
Good	39	39%
Average	22	22%
Poor	15	15%
Total	100	100%

**Interpretation:**

- 63% are satisfied with insurance support services.
- Better insurance guidance can improve patient convenience.

**TABLE NO. 8: AVAILABILITY OF DIGITAL MEDICAL RECORDS**

Response	Frequency	Percentage
Excellent	30	30%
Good	40	40%
Average	18	18%
Poor	12	12%
Total	100	100%

**Interpretation:**

- 70% are satisfied with digital record management.
- Electronic records improve efficiency and patient care.

#### V. FINDINGS OF THE STUDY

- Patient satisfaction is generally high across all service dimensions.
- Nursing care, emergency services, and medicine availability received the highest ratings.
- Waiting time and billing transparency require improvement.
- Most respondents are willing to recommend the hospital to others.
- The hospital demonstrates effective healthcare service management.

#### VI. SUGGESTIONS OF THE STUDY

- Reduce patient waiting times through appointment systems.
- Improve billing transparency with detailed invoices.
- Continue staff training programs.
- Enhance digital services such as online registration and payment.
- Conduct regular patient satisfaction surveys.

#### VII. CONCLUSION

The study concludes that the hospital provides quality healthcare services and maintains a satisfactory level of patient care. While patients appreciate the professionalism of doctors, nurses, and emergency staff, improvements in waiting time management and billing processes can further enhance patient satisfaction and operational efficiency. This will strengthen the hospital's performance and competitiveness in the healthcare sector. In conclusion, employee training programs are a valuable investment that contribute significantly to both individual and organizational development. Conducting a cost-benefit analysis enables organizations to evaluate whether the resources allocated to training generate measurable improvements in employee performance, productivity, job satisfaction, and overall organizational effectiveness. By comparing the costs incurred with the benefits achieved, management can identify the most effective training initiatives, optimize resource utilization, and enhance the return on investment. The findings of this study highlight the importance of systematically evaluating training programs to ensure that they align with organizational objectives and deliver long-term value. Ultimately, an effective cost-benefit analysis supports informed decision-making, continuous employee development, and sustainable organizational growth in an increasingly competitive business environment.

#### REFERENCES

1. Becker, G. S. (1993). Human capital: A theoretical and empirical analysis, with special reference to education (3rd ed.). University of Chicago Press.
2. Kirkpatrick, D. L., & Kirkpatrick, J. D. (2006). Evaluating training programs: The four levels (3rd ed.). Berrett-Koehler Publishers.
3. Phillips, J. J., & Phillips, P. P. (2016). Handbook of training evaluation and measurement methods (4th ed.). Routledge.
4. Noe, R. A. (2020). Employee training and development (8th ed.). McGraw-Hill Education.
5. Onyebuchi, O. Matthew (2025). Employee training and development costs and return on asset of listed industrial goods manufacturing firms in Nigeria. BW Academic Journal. <https://bwjournal.org/index.php/bsjournal/article/view/2584>
6. Palani, A., & Nirmal (2025). The impact of HR training on employee productivity and ROI: A study at Perfect Gypsum Pvt. Ltd. International Journal of Scientific Research in Engineering and Management, 9(4). <https://doi.org/10.55041/IJSREM46017>
7. Sihombing, S., Setiawati, A., Sitanggang, R., & Thabah, A. A. (2024). The cost and benefits of employee training: Analyzing ROI in human resources. Atestasi: Jurnal Ilmiah Akuntansi, 7(2), 781–794. <https://doi.org/10.57178/atestasi.v7i2.881>
8. Goldstein, I. L., & Ford, J. K. (2002). *Training in organizations: Needs assessment, development, and evaluation* (4th ed.). Wadsworth/Thomson Learning.
9. Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 451–474. <https://doi.org/10.1146/annurev.psych.60.110707.163505>

10. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74–101. <https://doi.org/10.1177/1529100612436661>
11. Arthur, W., Jr., Bennett, W., Jr., Edens, P. S., & Bell, S. T. (2003). Effectiveness of training in organizations: A meta-analysis of design and evaluation features. *Journal of Applied Psychology*, 88(2), 234–245. <https://doi.org/10.1037/0021-9010.88.2.234>
12. Tharenou, P., Saks, A. M., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes. *Human Resource Management Review*, 17(3), 251–273. <https://doi.org/10.1016/j.hrmr.2007.07.004>



INTERNATIONAL  
STANDARD  
SERIAL  
NUMBER  
INDIA



# INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH

IN SCIENCE | ENGINEERING | TECHNOLOGY

 9940 572 462  6381 907 438  [ijirset@gmail.com](mailto:ijirset@gmail.com)



[www.ijirset.com](http://www.ijirset.com)

Scan to save the contact details